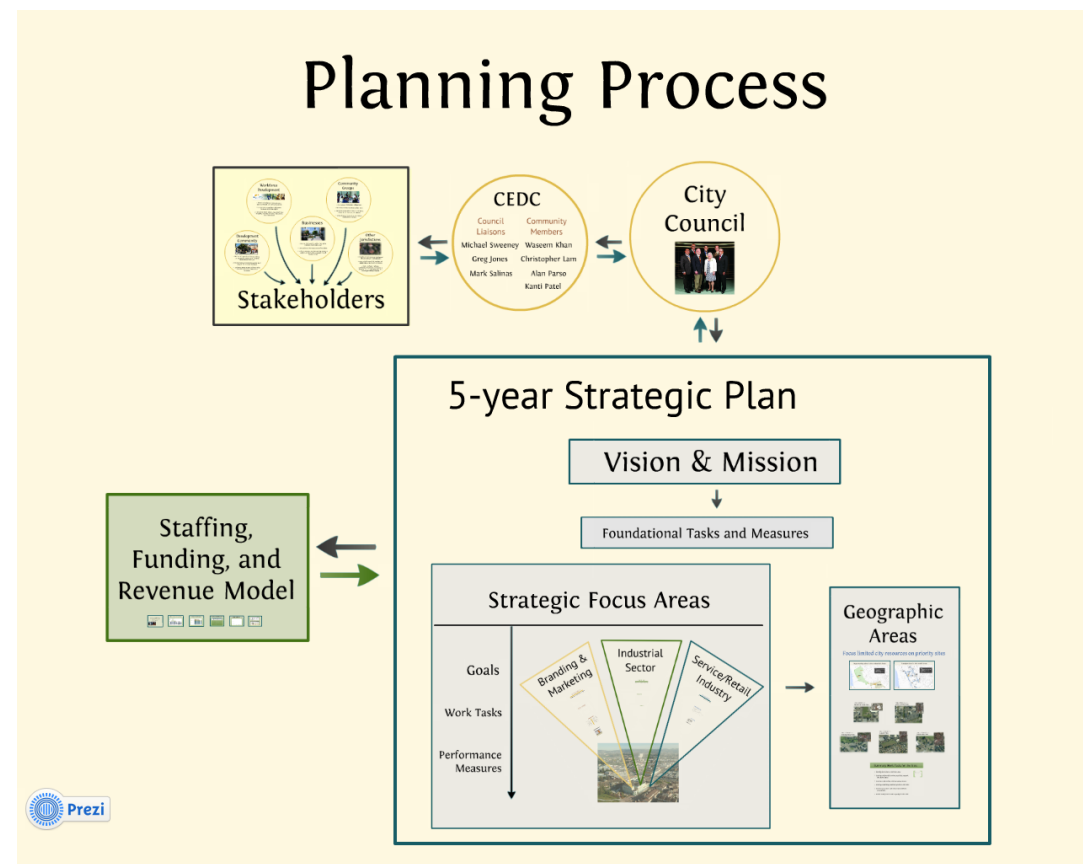




Economic Development Strategic Plan FY 2014 - FY 2018





Businesses

- Focus on fundamentals - public safety, police presence, overall appearance
- More quality sit-down restaurants to host clients
- Work on communication between departments to simplify and clarify what is required of small business owners

Prezi

Development Community



- The “can do” approach in Planning, Building, and Engineering will be critical as builders become busier once again
- Provide incentives to modernize existing retail space and to draw new businesses
- Need more citizens visiting and living in the downtown corridor to support local businesses



Workforce Development



- Interest in developing training programs specific to biotech and food manufacturing
- Want to grow partnerships with existing businesses to provide support
- A strong plan should include a meaningful focus on technical training for young adults coming out of high school



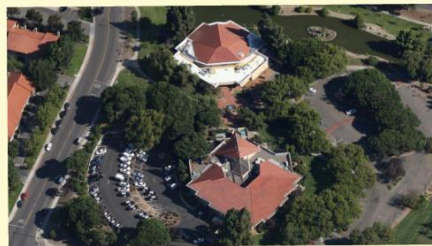
Community Groups



- Great potential to become a college town
- Get citizens involved in enlivening their town
- Need more unique entertainment and shopping places that add to Hayward's identity
- Give each part of Hayward its own identity (neighborhood districts)


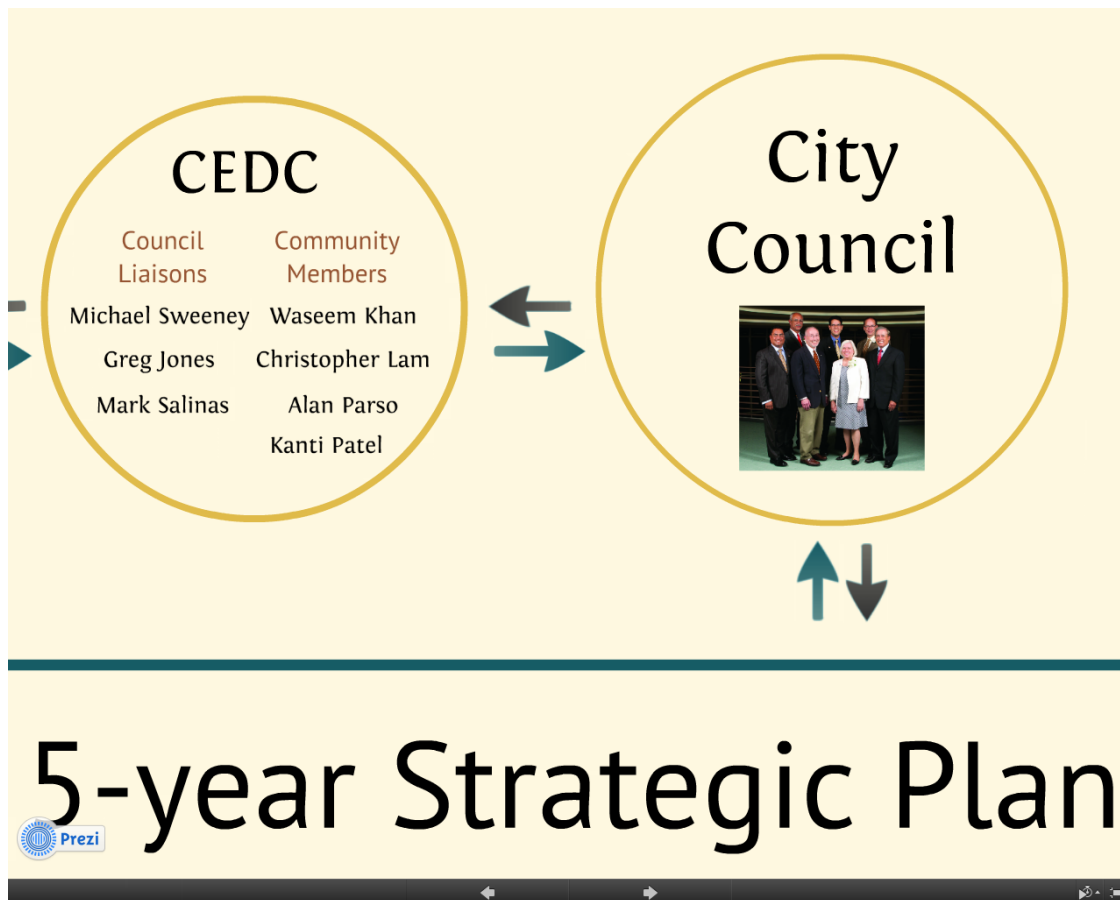


Other Jurisdictions



- Struggling to fund economic development following demise of redevelopment
- Desire to build regional relationships and develop the East Bay brand and identity
 - Union City hired a full-time communications position and Fremont is spending \$400,000 over three years for a branding/marketing campaign





Economic Development Vision

Page 47

The City of Hayward is recognized as the most desirable and business-friendly place in the East Bay in which to locate and conduct business.

Mission Statement

We achieve our vision by:

- 1) Ensuring efficient and predictable business permitting processes;
- 2) Creating and sustaining a safe, clean, green, and fiscally sound business environment that benefits residents, businesses, and the region;
- 3) Promoting Hayward for its central location, prime business sites, great climate, and excellent transportation, water, and public safety services; as well as for other strengths that distinguish Hayward from other municipalities, such as its international community, civic participation, and history;
- 4) Actively recruiting and retaining businesses, especially supporting emerging sectors that create quality, good-paying jobs like biotech industries and food processing businesses; and
- 5) Fostering an educated and job-ready local workforce by driving the improvement of the academic performance of Hayward students and by connecting businesses, learning institutions, and community agencies.

FOUNDATIONAL TASKS

WORK TASKS		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Lead ED Staff*	Other Departments
FWT.A	Measure baselines and set targets for all metrics						ED Manager, Industrial Specialist, Retail Specialist	
FWT.B	Create a master flowchart for all surveys and future data collection						ED Manager, Industrial Specialist, Retail Specialist	
FWT.C	Secure funding and staffing						ED Manager	City Manger
FWT.C	Build on current successful economic development activities						ED Manager	City Manager
FWT.D	Report on Plan progress to the CEDC twice a year						ED Manager	



FOUNDATIONAL MEASURES

PERFORMANCE MEASURES		Baseline	Priority**
FPM.1	An annual sales tax growth above the sum of population growth and inflation	\$25,777,000 in FY 2012	I
FPM.2	An annual increase in the number of business licenses that is half of the increase in the labor force	Data available through Revenue, new staff will establish baseline during first year	I
FPM.3	95% occupancy rate of non-residential space	Measure baseline during first year	I
FPM.4	5% annual increase in property tax, both commercial and residential	\$35,960,000 in FY 2012	I
FPM.5	X% increase in the number of good-paying, quality jobs	Define good-paying, quality jobs and measure baseline during first year	I
FPM.6	The employment rate increases year over year	91.6% in November, 2012 ¹	I



5-year Strategic Plan

Vision & Mission



Foundational Tasks and Measures

Strategic Focus Areas

Goals

Work Tasks

Performance Measures



Geographic Areas

Focus limited city resources on priority sites



Strategic Focus Areas

Goals

Work Tasks

Performance Measures



Branding and Marketing

Opportunities and Challenges



Hayward has many strengths that businesses value

Central Location and Transportation



Quality Water and Infrastructure



Prime Business Sites



Higher Education Institutions



An International Community and Civic Engagement

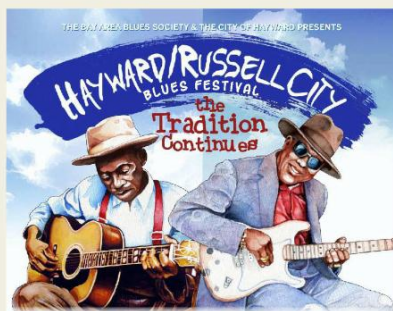


A clear brand will capture Hayward's best qualities and will be used to update and unify the City's communication materials



Branding and Marketing | Goals

- BM1 - Identify and develop a brand that showcases Hayward's strengths
- BM2 - Develop and execute a comprehensive marketing program
- BM3 - Strengthen and expand events and opportunities for community members, businesses, and visitors to engage with Hayward businesses



Branding and Marketing

Sample Work Tasks

- Recruit and Hire the Community and Media Relations Position
- Obtain consultant services to complete a brand assessment and create a marketing plan
- Complete a comprehensive training program for key staff in marketing and how to promote the brand through everyday duties
- Conduct an effectiveness assessment of all City sponsored events and implement identified changes
- Identify and grow signature events that the region associates with Hayward

Sample Performance Measures

- 90% or more residents members have a positive image of Hayward in the Resident Satisfaction Survey
- By the end of year two, a 100% increase in social media activity and a 200% increase in website click-throughs
- By the end of year two, a 30% increase in inquiries from external businesses and developers that are interested in locating or doing projects in Hayward
- By the end of year four, a 100% increase in the retail sales of adjacent businesses during event days

Pages 50-52



Sample Page from the Plan

BRANDING AND MARKETING

GOAL BM2: Develop and execute a comprehensive marketing program

WORK TASKS		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Lead ED Staff	Other Departments
BM2.A	Obtain consultant services to create a marketing plan including development of specifics tasks to be included in the annual work plan						ED Manager, C & M Relations	
BM2.B	Compile an annual communications portfolio of material utilized by all departments and measure how well the messaging and images reflect the City's brand						C & M Relations	All Departments
BM2.C	Create and complete a biannual survey of brokers, developers and business organizations to measure awareness of Hayward and its attributes						Retail Specialist, Industrial Specialist	
BM2.D	Update the marketing plan annually in coordination with the economic development annual work plans based on outcomes from the prior year						ED Manager, C & M Relations	

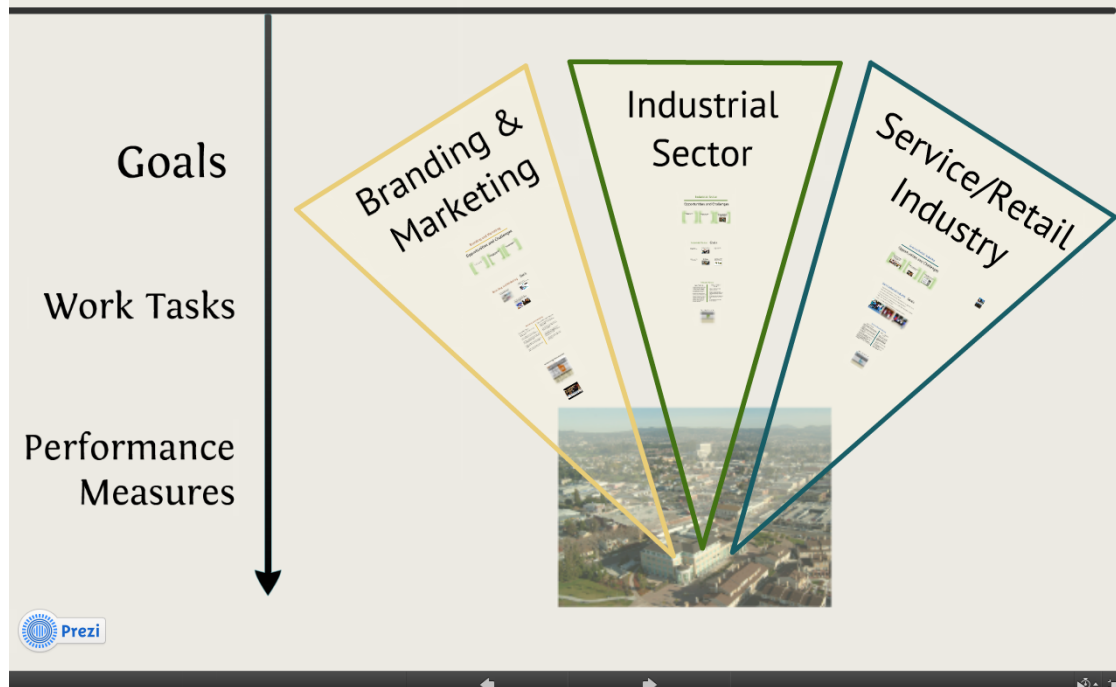
PERFORMANCE MEASURES		Baseline	Priority
BM2.1	By the end of year two, a 30% increase in inquiries from external businesses and developers that are interested in locating or doing projects in Hayward	Data currently being tracked manually, new staff will establish baseline during first year	I
BM2.2	By the end of year two, a 100% increase in social media activity and a 200% increase in website click-throughs	Measure baseline during first year	I
BM2.3	By the end of year two, a 50% increase in the number of positive media stories	Measure baseline during first year	II
BM2.4	By the end of year three, a 30% increase in awareness about Hayward's attributes, as measured through a biannual survey of brokers, developers and business organizations	Measure baseline during first year	III

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Strategic Focus Areas



Industrial Sector

Opportunities and Challenges

Hayward is home to a robust industrial sector



The industrial sector supports a wide range of jobs



Businesses have expressed the need for more amenities in the industrial areas, such as lunchtime dining options and expanded exercise trails



Hayward is home to a robust industrial sector



The industrial sector supports a wide range of jobs



Businesses have expressed the need for more amenities in the industrial areas, such as lunchtime dining options and expanded exercise trails



Industrial Sector | Goals

- IS1 Support existing business, especially in the area of safety
- IS2 Recruit and secure new businesses in priority locations/industries that are a good fit for Hayward
- IS3 Maintain and expand the public infrastructure that businesses need to thrive
- IS4 Create proactive, site-specific land use policies that clearly convey information to potential businesses
- IS5 Ensure a timely and predictable permit process
- IS6 Improve Hayward's education-to-job bridge through an active community partnership



Industrial Sector

Sample Work Tasks

- Complete a transit and amenity needs assessment for employees that are commuting to the industrial area
- Ensure water/sewer main capacity, especially for opportunity sites
- Update the City's Hazmat policies to address advances in the biotech industry
- Develop an ombudsperson program to streamline permits and applications
- Facilitate an adopt-a-classroom and employee volunteer program in partnership with HUSD

Sample Performance Measures

- Retain 100% of the top industrial employers year-to-year
- Maintain an annual growth in the number of new businesses at least equal to Bay Area wide growth, by industry category
- For new users, opportunity sites are used by desired business types 100% of the time
- 100% of permits are processed within the target timeframe

Pages 53-58



Sample Page from the Plan

INDUSTRIAL SECTOR

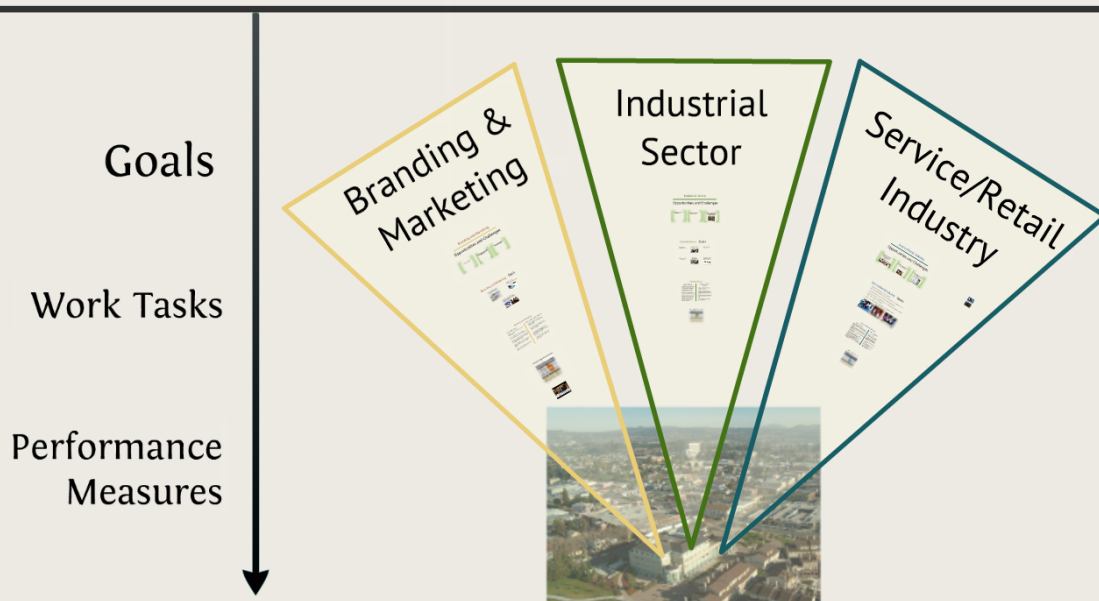
GOAL ISS: Ensure a timely and predictable permit process

WORK TASKS	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Lead ED Staff	Other Departments
ISS.A Develop an ombudsperson program to streamline industrial business applications and permits						ED Manager	Development Services, Fire, Public Works
ISS.B Optimize the permit process by utilizing online technology and other available tools						Industrial Specialist	Development Services, Fire, Public Works, Police, Technology Services
ISS.C Expand the permit performance measures to include other departments that are involved in permitting and inspections						Industrial Specialist	Development Services, Fire, Public Works, Police
ISS.D Streamline the bioscience permitting						ED Manager	Development Services, Fire, Public Works

PERFORMANCE MEASURES	Baseline	Priority
ISS.1 100% of new businesses open by their target date	Measure baseline during first year	I
ISS.2 100% of permits are processed within the target timeframe	Currently being tracked for all projects, measure baseline for industrial projects in the first year	I
ISS.3 100% of planning applications are processed within target timeframe	Currently being tracked for all projects, measure baseline for industrial projects in the first year	I
ISS.4 100% of next day inspections scheduled before 4:00 pm are conducted the next day	Currently being tracked for all projects, measure baseline for industrial projects in the first year	I
ISS.5 100% of survey responses are excellent or good	Currently being tracked for all projects, measure baseline for industrial projects in the first year	II

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Strategic Focus Areas



Service/Retail Industry

Opportunities and Challenges

In comparison to neighboring cities, Hayward has a strong sales tax base in general merchandise

(Stores like Costco, Target, and Home Depot)



Hayward has a unique downtown that is a natural gathering place



A college town atmosphere is appealing to many community members



In comparison to neighboring cities, Hayward has a strong sales tax base in general merchandise

(Stores like Costco, Target, and Home Depot)



Hayward has a unique downtown that
is a natural gathering place



Growing a college town atmosphere
is appealing to many community
members

**GET OFF THE HILL...
...AND SHOP LOCAL**

**HISTORIC DOWNTOWN
Central Location, Free Parking**

To 238 & 580 To 580
To 880 City Hall Library
Hayward BART
To 32, 880, San Mateo

DOWNTOWN HAYWARD & THE HOLIDAY SEASON

From the Foothill Shops to Saturday's Farmers Market...
...from Tu Tienda Azteca's cosas interesantes...
...to the Cobbler's and Kraski's Nutrition...

Great restaurants offering delicious food & savory drinks of all kinds...
...Snappy's Café on A St to Bijou on B St...
...Julian's BBQ, Siam Palace on Foothill...

From brews to yogurt: Something for everyone to enjoy...
...Buffalo Bill's and Yogurt Hill...
...Akaihana and Sapporo for sushi & more...

**Off The Grid every Monday:
Mobile gourmet food...**

**Lots of shopping and services:
Books, bikes, styling salons & more...**
...bikes at Cyclepath, books at The Book Shop...
...Vintage Alley on B Street, too

Century Theaters at Cinema Place...
...make the trip any day of the week!

SHOP HAYWARD

Service/Retail Industry | Goals

- SR1 Support existing business, especially in the area of safety
- SR2 Recruit and secure new businesses in priority locations/industries that are a good fit for Hayward
- SR3 Maintain and expand the public infrastructure that businesses need to thrive
- SR4 Create proactive, site-specific land use policies that clearly convey information to potential businesses
- SR5 Ensure a timely and predictable permit process
- SR6 Improve Hayward's education-to-job bridge through an active community partnership



Service/Retail Industry

Sample Work Tasks

- Establish a retail crime prevention and property improvement program that will work with property managers
- Assist the Chamber, BIA, and workforce development organizations with starting a mentoring program for small businesses
- Complete an assessment of infrastructure deficiencies in the retail area
- Modify/create dining entertainment districts that include owner accountability systems
- Optimize the permit process by utilizing online technology and other available tools
- Partner with applicable community organizations to create a job connection program for seasonal and part time entry jobs

Sample Performance Measures

- Retail 100% of the top 25 retail sales tax generators year-to-year
- Maintain an annual increase in business revenue at least equal to Bay Area wide growth, by retail category
- 100% of new businesses open by their target date
- Close sales tax leakage year over year in each retail category
- Maintain a pavement index at 65 or above in retail areas

Pages 59-64

Sample Page from the Plan

SERVICE & RETAIL INDUSTRY

GOAL SR4: Create proactive, site-specific land use policies that clearly convey information to potential businesses

WORK TASKS	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Lead ED Staff	Other Departments
SR4.A Identify desired uses for the catalyst sites with the CEDC and ensure that current zoning allows for the desired uses						ED Manager	Development Services
SR4.B Confirm the City's zoning assessment with commercial brokers						ED Manager	
SR4.C Revise the Sign Ordinance						ED Manager	Development Services
SR4.D Monitor developments at Airport Land Use Commission and improve process to ensure appropriate influence						ED Manager	Development Services, Public Works E&T
SR4.E Modify/create dining entertainment districts that include owner accountability systems						ED Manager	Development Services
SR4.F Complete the Downtown Plan update						ED Manager	Development Services

PERFORMANCE MEASURES	Baseline	Priority
SR4.1 Zoning for catalyst sites is appropriate for desired uses 100% of the time	Need to identify desired uses for opportunity sites, then measure baseline during first year	I
SR4.2 For new users, catalyst sites are used by desired business types 100% of the time	Need to identify desired uses for opportunity sites, then measure baseline during first year	I
SR4.3 Land use is a critical element in all marketing material that is targeted at retail businesses	Need to create marketing material, then measure baseline	II



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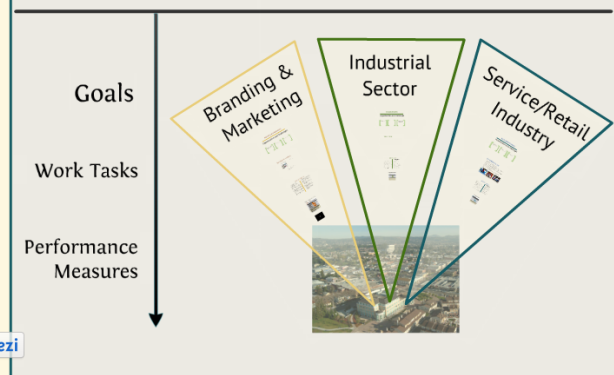
5-year Strategic Plan

Vision & Mission



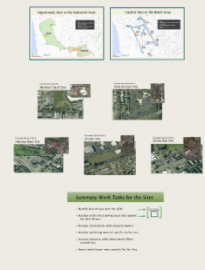
Foundational Tasks and Measures

Strategic Focus Areas



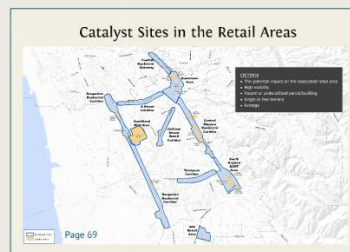
Geographic Areas

Focus limited city resources on priority sites

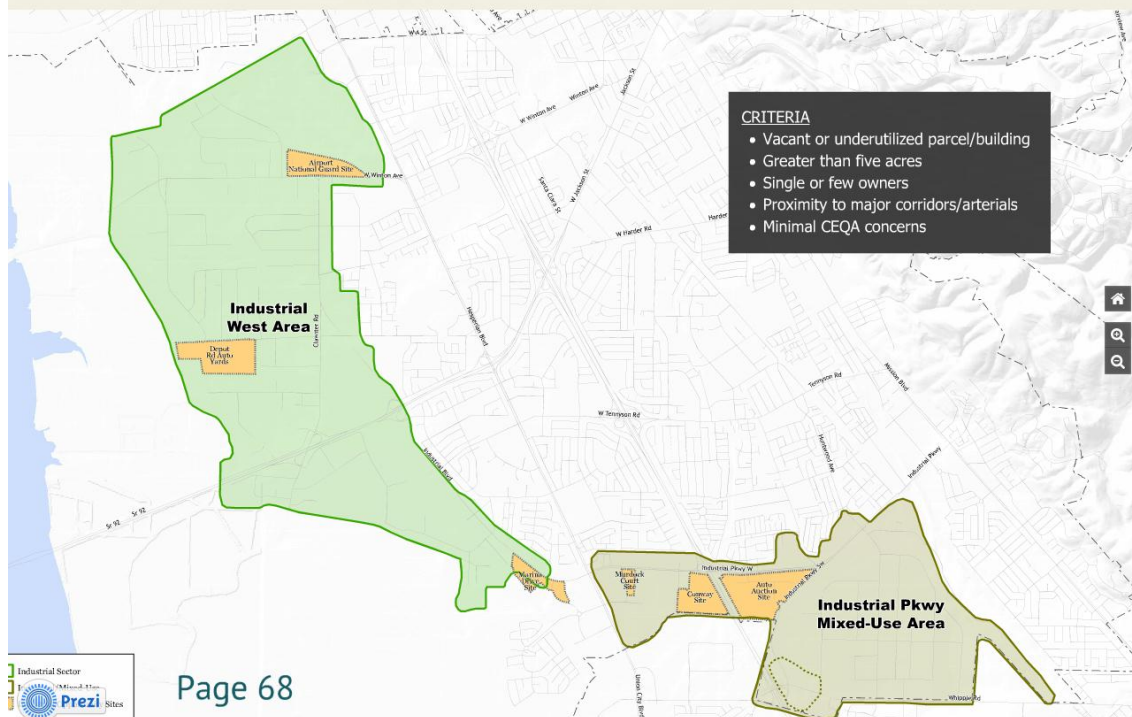


Geographic Areas

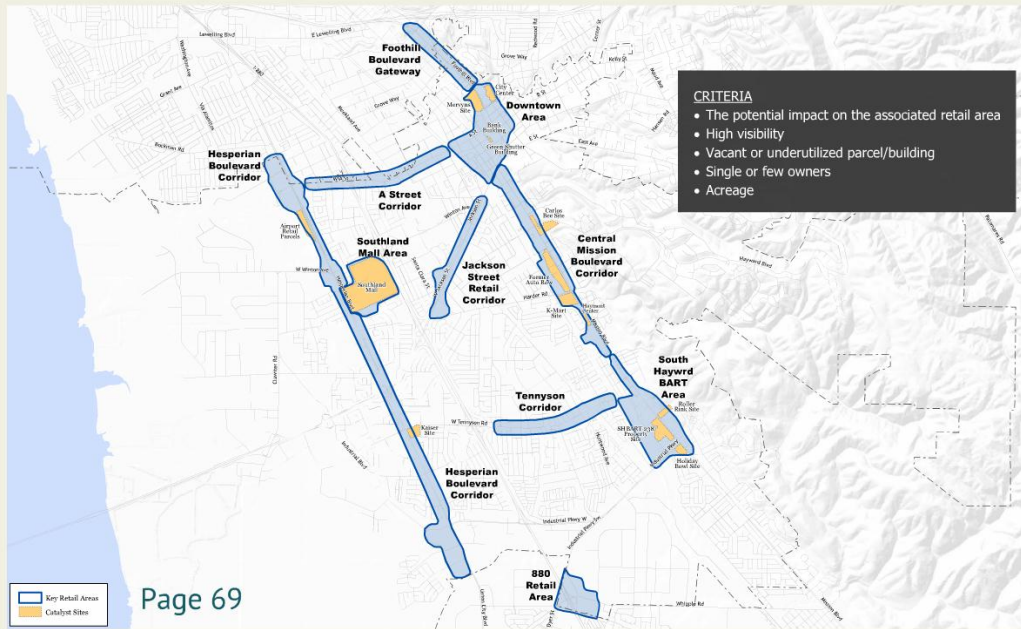
Focus limited city resources on priority sites



Opportunity Sites in the Industrial Areas

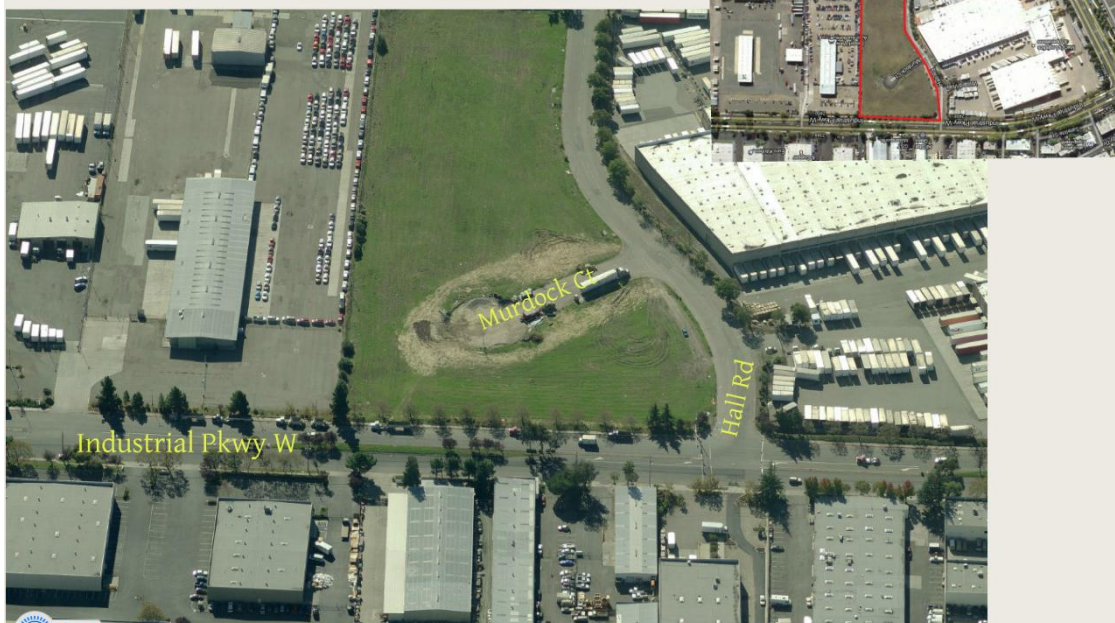


Catalyst Sites in the Retail Areas

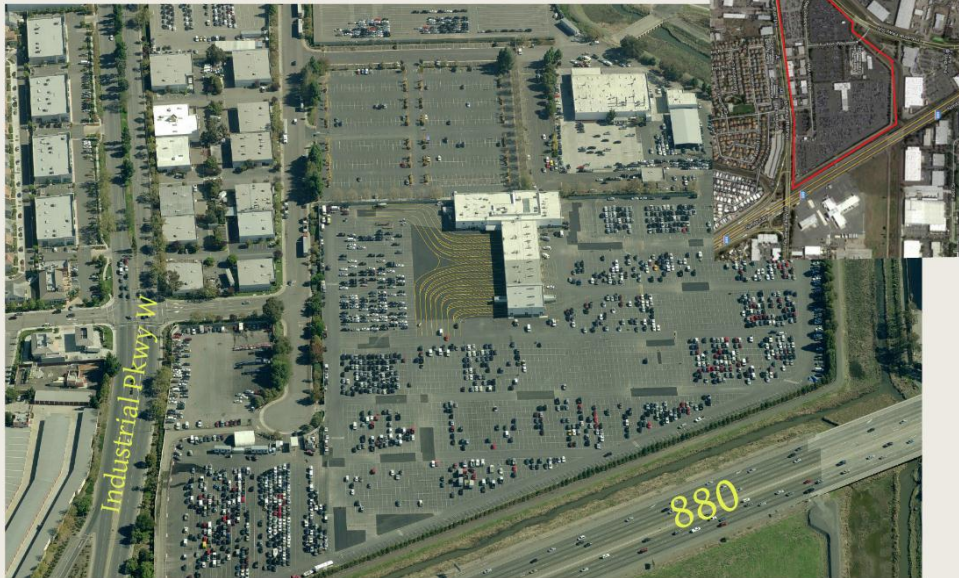


Example Opportunity Site 1:

Murdock Court Site



Example Opportunity Site 2: Auto Auction Site



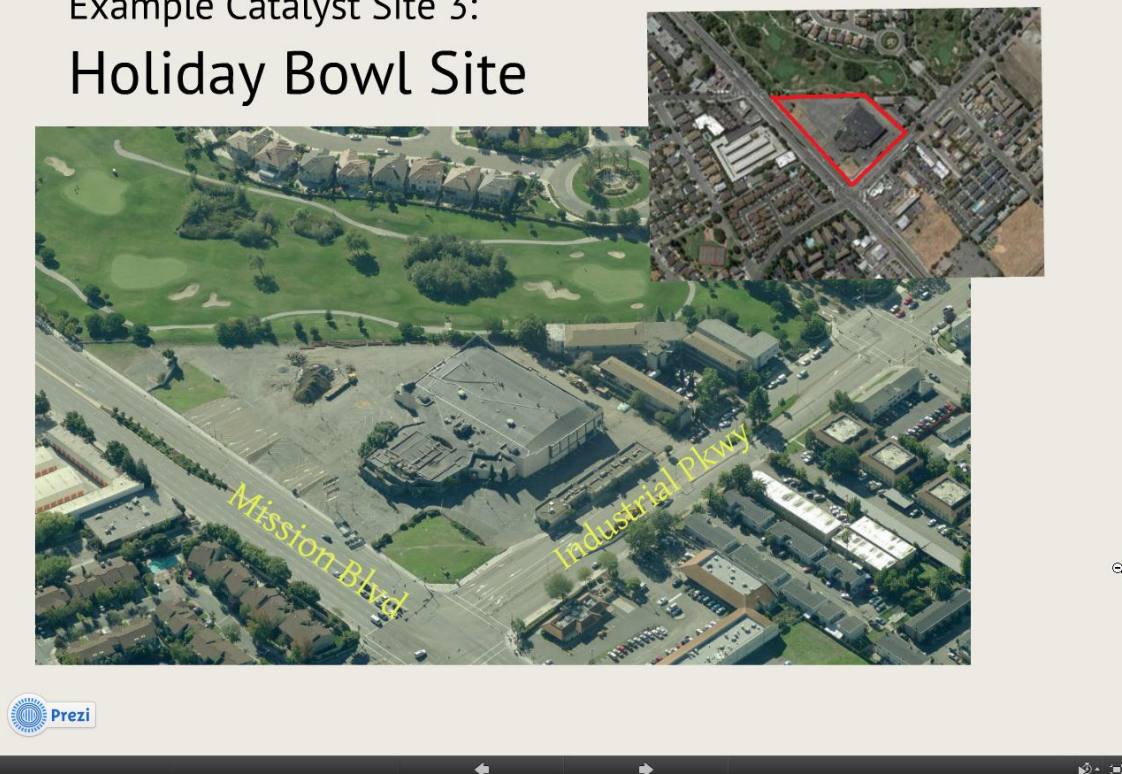
Example Catalyst Site 1: Carlos Bee Site



Example Catalyst Site 2: Airport Site



Example Catalyst Site 3: Holiday Bowl Site

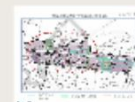


Summary Work Tasks for the Sites

- Identify desired uses with the CEDC
- Develop preferential zoning areas that support the desired uses
- Develop relationships with property owners
- Develop marketing material specific to the sites
- Increase proactive code enforcement efforts around sites
- Ensure water/sewer main capacity for the sites



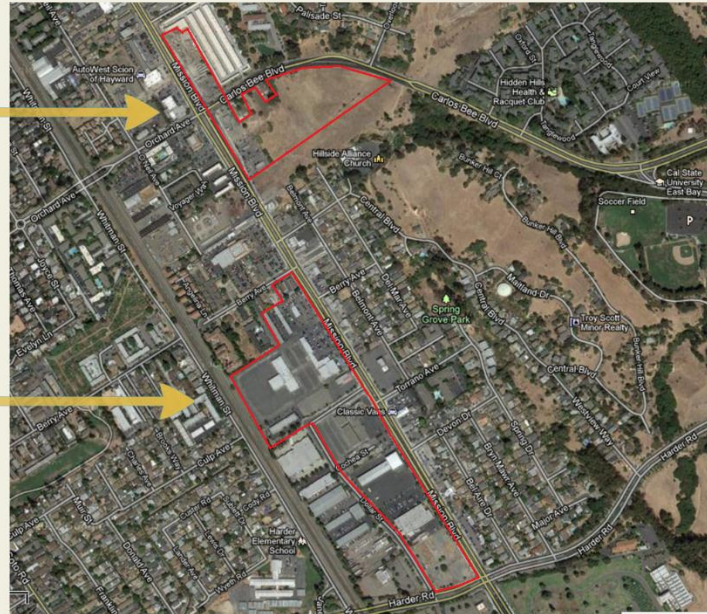
Need to ensure that all of the City's plans are consistent with the desired use identified for each site



Mission Boulevard Corridor Specific Plan

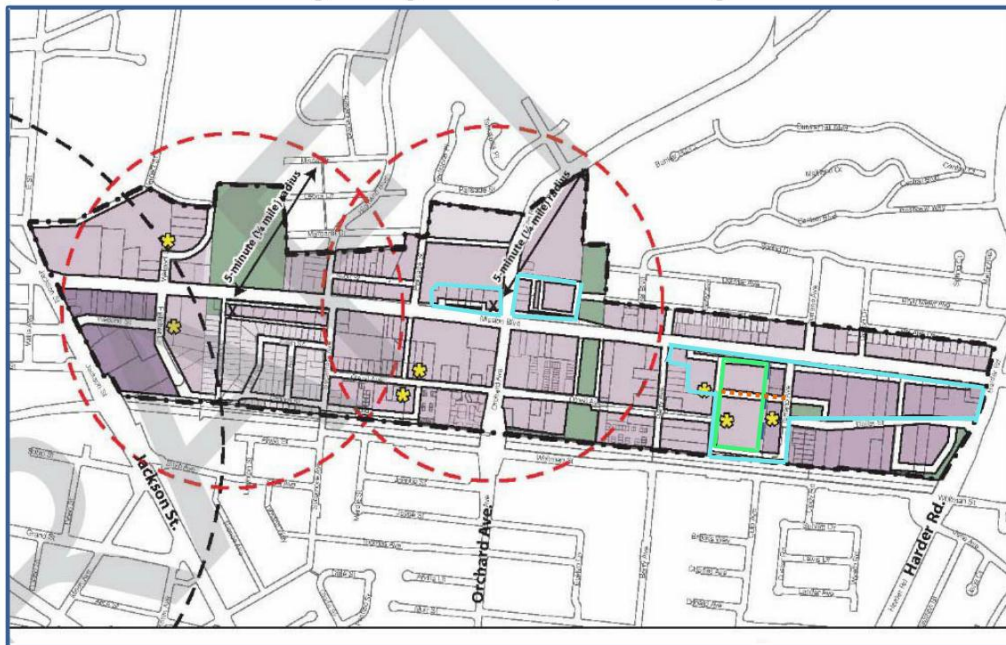
Carlos Bee Site

Former Auto Row Site



Regulating Plan - Proposed Changes

Attachment V



Commercial Overlay

Change T4-1 to T4-2

Street Optional

TABLE 9. SPECIFIC FUNCTION USE

FORM-BASED CODE

Mission Boulevard Corridor

TABLE 9: Allowed Functions. This table allocates Functions and permit requirements to Zones within the Code area. See Definitions for descriptions of functions/uses and for special requirements.

	T3	T4-1	T4-2	T5	CS		T3	T4-1	T4-2	T5	CS
a. RESIDENTIAL						a. CIVIC					
Multiple Family	CU	P	P	P	-	Assembly	CU	AU	AU	AU	CU
Second Dwelling Unit	P	P	P	P	-	Conference Center	-	-	AU	AU	CU
Single Family	P	-	-	-	-	Cultural Facilities	CU	P	P	P	CU
Live/Work	-	P	P	P	-	Park & Recreation	P	P	P	P	P
Small Group Transitional Housing	P	P	P	P	-	Parking Facility	-	AU	AU	AU	CU
Large Group Transitional Housing	-	CU	CU	CU	-	Public Agency Facilities	CU	P	P	P	P
Small Group Supportive Housing	P	P	P	P	-	Wind Energy	P	P	P	P	P
Large Group Supportive Housing	-	CU	CU	CU	-						
Emergency Homeless Shelter	-	P	P	P	-						
Single Room Occupancy (SRO)	-	-	-	CU	-						
b. LODGING						f. OTHER: AGRICULTURE					
Bed & Breakfast	CU	AU	AU	AU	-	Vegetable Garden	P	P	P	-	P
Hotel	-	AU	AU	AU	-	Urban Farm	P	P	P	P	P
c. OFFICE						Community Garden	P	P	P	P	P
Office	CU	P	P	P	-	Green Roof	P	P	P	P	P
d. RETAIL						Vertical Farm	-	-	-	P	P
Alcohol Sales	-	CU	CU	CU	-						
Artisan/Craft Production	-	P	P	P	-	f. OTHER: AUTOMOTIVE					
Appliance Repair Shop	-	P	P	P	-	Automobile Repair (Minor)	-	AU	AU	AU	-
Check Cashing & Loans	-	-	-	-	-	Automobile Repair (Major)	-	CU	CU	CU	-
Dance/Nightclub	-	-	-	-	-	Drive-Through Facility	-	CU	CU	CU	-
Equipment Rentals	-	AU	AU	AU	-	Gas Station	-	CU	CU	CU	-
Home Occupation	P	P	P	P	-	Taxi Company	-	AU	AU	AU	-
Indoor Recreation	-	AU	AU	AU	CU						
Kennel	-	AU	AU	AU	-	f. OTHER: CIVIL SUPPORT					
Liquor Store	-	-	-	-	-	Fire Station	CU	P	P	P	P
Massage Establishment	-	-	-	-	-	Hospital	-	AU	AU	AU	AU
Media Production	-	AU	AU	P	-	Medical/Dental Clinic	-	AU	AU	AU	CU
Pawn Shop	-	-	-	-	-	Mortuary	-	AU	AU	AU	-
Personal Services	CU	P	P	P	-	Police Station	CU	P	P	P	P
Printing and Publishing	-	AU	AU	P	-						
Recycling Collection Area	-	AU	AU	AU	-	f. OTHER: EDUCATION					
Restaurant	-	P	P	P	-	Day Care Center	CU	P	P	P	CU
Retail Sales	-	P	P	P	CU	Day Care Home	-	AU	AU	AU	-
Tattoo Parlor	-	-	-	-	-	Educational Facilities	-	AU	AU	AU	CU
Tobacco Specialty Store	-	-	-	-	-	Vocational School	-	AU	AU	AU	CU
Small Motion Picture Theater	-	CU	CU	CU	CU						
Large Motion Picture Theater	-	CU	CU	CU	CU	f. OTHER: LIGHT INDUSTRIAL					
Live Performance Theater	-	CU	CU	CU	CU	Research and Development	-	-	P	-	-

(-) = NOT PERMITTED

(AU) = ADMINISTRATIVE USE PERMIT

(P) = BY RIGHT

(CU) = CONDITIONAL USE PERMIT

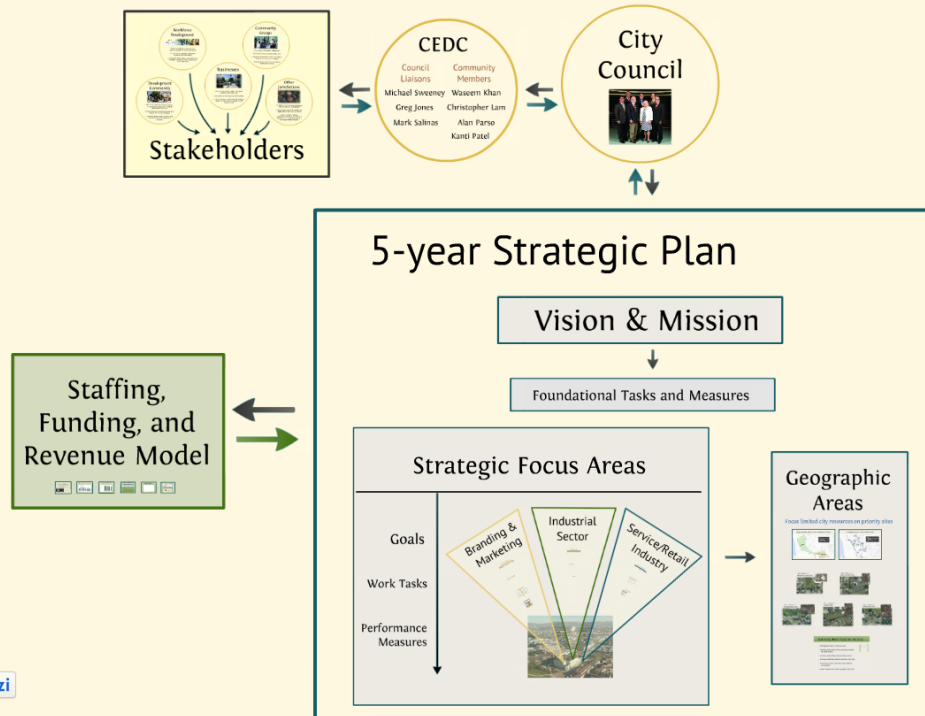
1 - For properties located within the Commercial Overlay zone, Residential units are not permitted on the ground floor.

2 - Massage Establishments are only permitted where mandated by State law.

3 - An application for Conditional Use Permit for a Large Motion Picture Theater shall be accompanied by a study acceptable to the Planning Director documenting the absence of negative impact upon the downtown of the opening of another Large Motion Picture Theater.



Planning Process



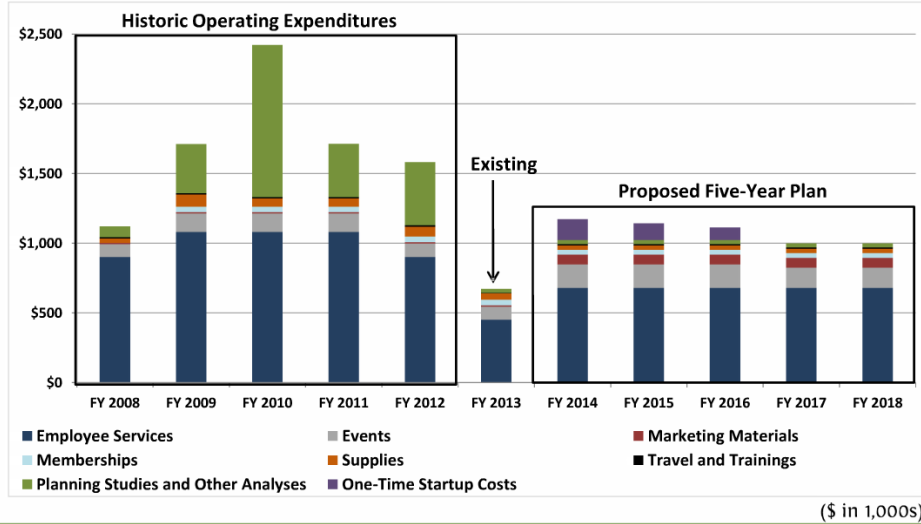
Staffing, Funding, and Revenue Model



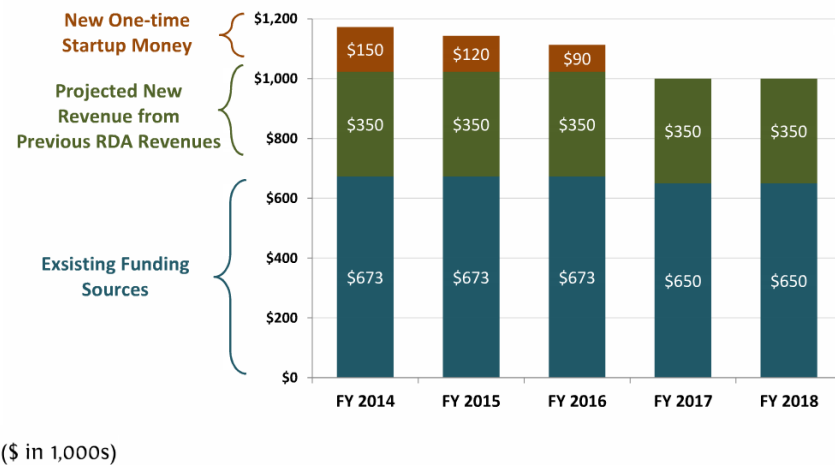
Economic Development
is the responsibility of
all City staff



Historic and Proposed Expenditures



Funding Source Summary



Revenue Projections for Opportunity/Catalyst Sites

*These projections do not include the return on investment from any of the other work tasks (eg. branding and marketing)

Revenue Projections

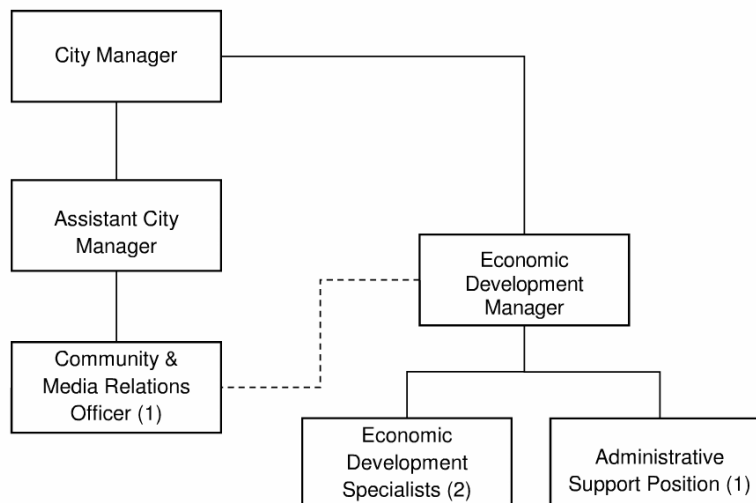
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	TOTAL
Low	\$200,577	\$501,443	\$902,597	\$1,404,039	\$2,005,770	\$5,014,425
High	\$356,523	\$891,308	\$1,604,354	\$3,229,943	\$5,400,933	\$11,483,061

- Low projection - only vacant sites turn over to an optimal use, with slower development in the early years
- High projection - all twenty sites turn over to an optimal use



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Economic Development Staff Leadership & Implementation of the Strategic Plan



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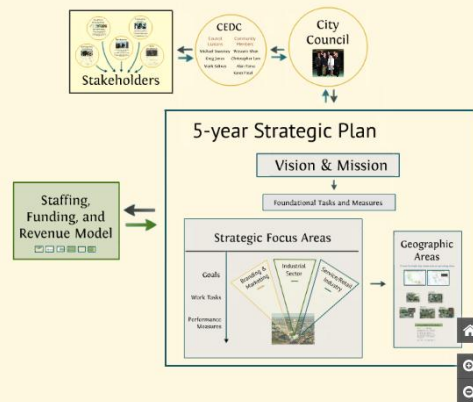
Next Steps

- Hire Economic Development Manager By March, 2013
(already underway)
- Begin recruitment for Community and Media Relations Officer March, 2013
- Plan adoption March 19, 2013
- Budget appropriation With Plan adoption (March 19)
or with Budget adoption (June)?



Economic Development
Strategic Plan FY 2014 - FY 2018

Planning Process



Comments/ Questions?

